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ABSTRACT

This document is a guide to twelve competency based modules designed to develop management skills for small business owner-managers. Provided are the following sections: description of module format; the role of the teacher counselor; study habit suggestions; "My Blueprint for Success" (to be completed after each module, its purpose is to allow the learner to summarize the concepts taught), and a list of references for each module. (JH)

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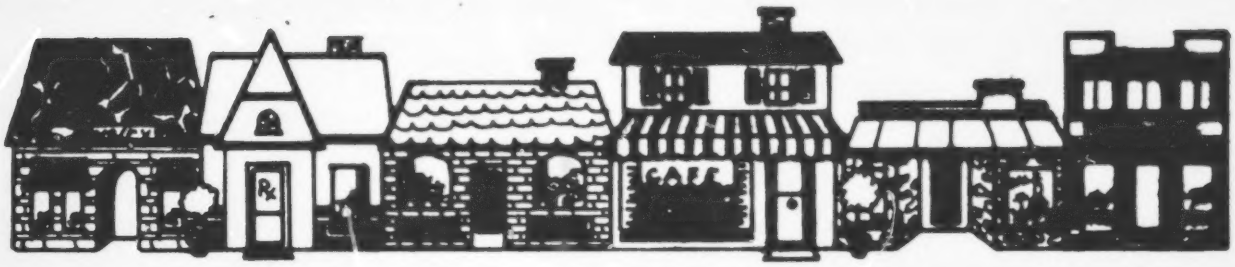

ACHIEVING SUCCESS IN SMALL BUSINESS

AN EDUCATIONAL PROGRAM FOR
NEW SMALL BUSINESS
OWNER-MANAGERS

Developed By
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INTRODUCTION

"Achieving Success in Small Business" is a self-study program developed for small business owner-managers. It features self-paced instruction designed to develop basic management skills. Self-paced instruction provides you with an opportunity to progress at your own pace. These materials also allow you to study in the privacy of your own home or business.

This self-study program is designed for persons who operate small retail, wholesale, or service type business firms. It includes 12 different instructional modules, each focusing on a specific small business management problem area. The title of each instructional module appears below:

"Success in Small Business: Luck or Pluck?"

"Determining Capital Needs"

"Estimating Your Business Potential"

"Creating an Effective Business Image"

"Developing Your Sales Promotion Plan"

"Developing Ads that Produce Results"

"Improving Profits Through Effective Management"

"Improving Employee Selection, Training, and Supervision"

"Merchandising: The Key To Greater Profits"

"Business Records: Good Medicine Tastes Bad"

"Assessing the Health of Your Business"

"Protection for You and Your Business"

Each module is an independent instructional unit. This means you can determine your own sequence of study. For example, your most immediate concern may be attracting more customers. If this is the case, you should review "Developing Your Sales Promotion Plan" first. If your most pressing need is to upgrade your record keeping, then you may want to begin with the module entitled "Business Records: Good Medicine Tastes Bad." You are encouraged to complete every module, but the sequence of study is entirely up to you.

MODULE FORMAT

Each instructional module features five elements. The recommended sequence of study, and description of each element, appears below:

1. Cover Page. (white paper) The cover page describes the content of the module in very concise terms. This material will provide you with a brief overview of the information featured throughout the module.

2. Audio Tape. An audio tape, 6 to 8 minutes in length, presents a preview of major concepts described within the instructional module. Listen to the tape carefully before beginning your study of the printed material. Each tape presents a conversation between two or more persons. You will become acquainted with six persons who have an interest in small business management issues and problems.

   Don Jennings - Don is a rather conservative loan officer at the National Bank of Plainfield. He specializes in commercial loans and has worked with small business owner-managers for many years.

   Ted Davis - Ted is a media representative for the Plainfield Daily Times. He knows the community well and has over nine years of experience in newspaper advertising.

   Carol Davis - Carol is a department manager who works at Shayne's Department Store. She is married to Ted Davis.

   Frank Walker - Frank owns and manages the Plainfield Shoe Store. He has been in business for 10 years and is a respected member of the community.

   Sue Perez - Sue recently moved to Plainfield with her husband Bob. She is very interested in opening her own yarn shop. She has no previous business experience.

   Bob Perez - Bob is manager of the Triangle Bookkeeping Service. He is the husband of Sue Perez.

3. Printed Material - (buff paper) Each module features from 4 to 8 pages of printed material which describes important small business management concepts. You will note that these concepts are presented in condensed form.

4. Learning Activities. (green paper) One or more learning activities are included in each module. The purpose of each activity is to provide you with an opportunity to "apply" key concepts to your own business. You are encouraged to complete each learning activity.

5. Preferred Readings. (goldenrod paper) Each preferred reading will provide you with additional information regarding the major topic covered in the module. In most cases, this material was prepared by the Small Business Administration. These readings will give you many helpful hints regarding the operation of a small business.

THE ROLE OF YOUR TEACHER COUNSELOR

A trained teacher-counselor will be available to give you assistance when needed. This person will aid you in the following ways:

Monitor self-study progress. The teacher-counselor will monitor your progress throughout completion of the self-paced instructional program. Assistance and encouragement will be provided when needed.

Assist with decision making. Sometimes it is easier to make business related decisions when you obtain advice from another person. Your teacher-counselor will be available to provide you with another point of view.

Information gathering. In some cases you simply need additional information to solve a business related problem. Your teacher-counselor will be pleased to help you with the search.

The teacher-counselor will visit your business every two or three weeks. In addition to these personal visits, you can obtain help anytime by simply telephoning this person. Your teacher-counselor wants to provide help whenever it is needed.

SELF-DISCIPLINE WILL BE NEEDED

Self-study requires a certain amount of discipline. Unlike most other forms of education, you will be almost totally responsible for your own progress. To achieve maximum benefit from this instructional program, consider the following helpful hints:

Find a quiet place to study at home or at your business. It is important that you have some degree of privacy as you complete the materials.

Set a goal of completing at least one module each week. At this rate, you will complete the entire instructional program in 12 weeks. Try to stay on schedule.

Complete every module. There is no doubt that certain modules will be of greater interest to you than others. However, each module deals with an important aspect of small business management. You are encouraged to complete each one.

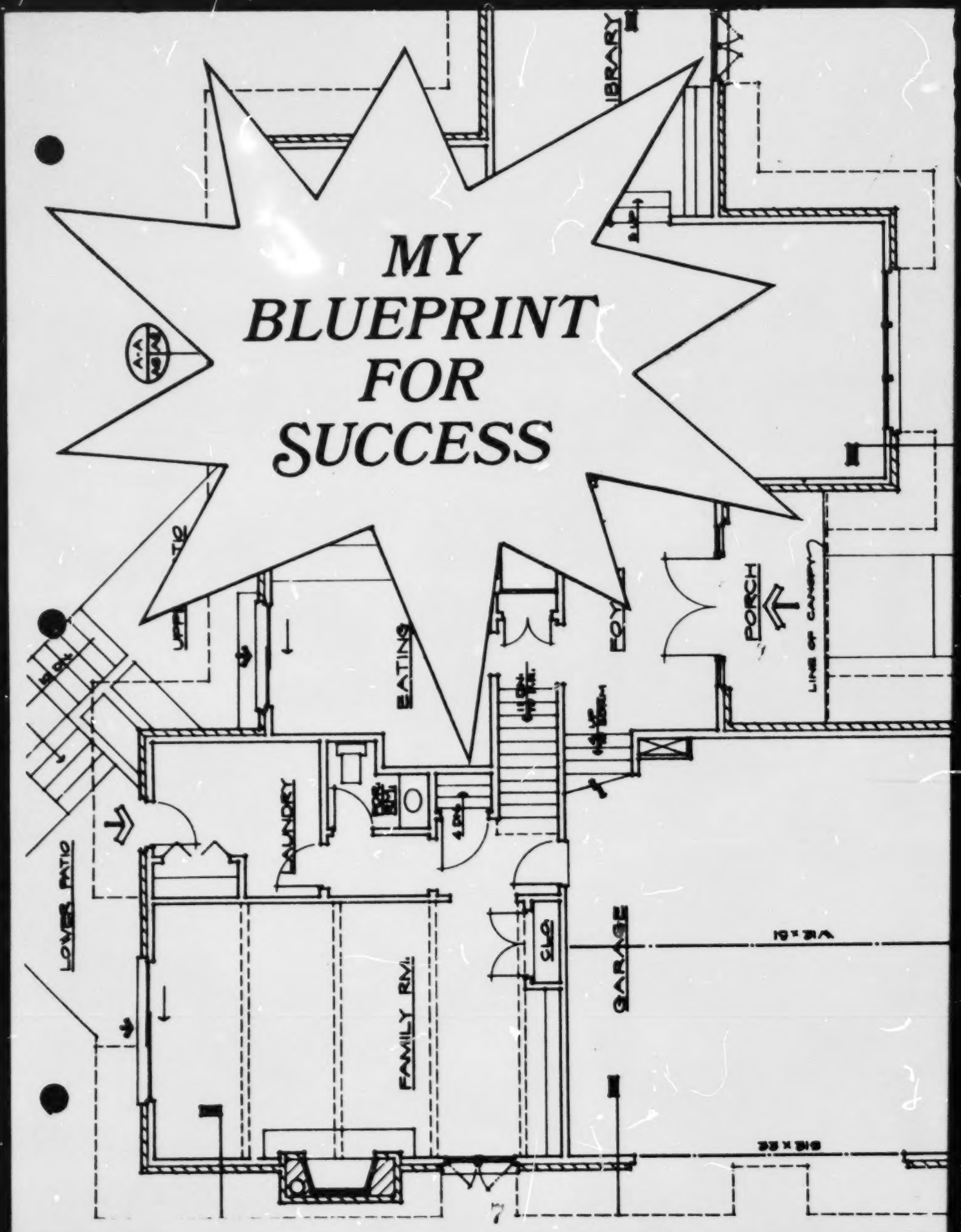
BLUEPRINT FOR SUCCESS

The next section of this notebook is entitled "My Blueprint for Success." You are encouraged to make an entry in this publication after completing each module. In a sense, each entry becomes a personal commitment to improve some aspect of your business operation. Please take a few minutes to make your entry after completing the module. It will be helpful to review your blueprint from time to time.

REFERENCE MATERIAL

It has often been said that "education is a lifelong process." Most successful small business managers agree with this statement. Business conditions change and one needs to keep up to date.

The final section of this notebook features reference material which will provide you with many opportunities to expand your knowledge of small business practices and procedures. To acquire reference material contact your local library or a book store. Most book stores handle special orders. Your teacher-counselor will be most happy to assist you in the search for items which appear on the reference material list.


MY
BLUEPRINT
FOR
SUCCESS
LIBRARY
PORCH
LINE OF CANOPY
EATING
FOY
LAUNDRY
LOWER PATIO
FAMILY RM.
CLO
GARAGE
19'-3"
23'-3"

INTRODUCTION

After you complete each instructional module, take a few minutes to reflect on your current business management practices. This will be a good time to consider actions which might strengthen your business operation.

"My Blueprint for Success" is designed to help you examine your management practices in a systematic manner. Upon completion of each module, take a few minutes to supply the information requested. This information can be the basis for both short and long range planning.

You have been provided with only a limited amount of space for each entry. Therefore, you should develop short, concise statements which summarize your thoughts. From time to time it will be helpful to review your entries and re-examine your commitment to change. You are encouraged to share this "blueprint" with your teacher-counselor.

MY BLUEPRINT WORKSHEET

Name of Module_____

The purpose of this worksheet is to help you reflect and think about what you have learned in this module and help you focus on what you may want to do about applying this knowledge. The degree to which you can benefit from this worksheet depends on how candid, creative, and thorough you are in providing the information requested.

1. The most important concepts I received from this module are:

_____

_____

_____

_____

_____

_____

2. As a result of what I learned during completion of this module, I plan to start doing these things:

_____

_____

_____

_____

_____

_____

3. As a result of what I learned during completion of this module, I plan to stop doing these things:

_____

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_____

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_____

REFERENCES

As you have probably discovered, the operation of a small business is a continuous learning process. Questions arise and problems develop which often require information not available within the firm. The references listed in this section are more detailed than the preferred readings located in each module and may provide you with information necessary to determine and implement your business plans.

The references listed in this section may be found in the business section of most libraries or bookstores. If neither source has the reference inquire about an inter-library loan or ask the bookstore if they will make a special order. In addition, your teacher-counselor can assist you in obtaining any needed reference.

SUCCESS IN SMALL BUSINESS: LUCK OR PLUCK?

Mancuso, Joseph, Fun and Guts - The Entrepreneurs Philosophy. Massachusetts: Addison-Wesley Publishing Co. 1973.

Jessup, Claudia and Chipps, Genie. Supergirls. New York: Harper and Row, 1972.

Hand, James M. Black Entrepreneurship. Belmont, California; Wadsworth, 1970.

Dible, Donald M. Up Your Own Organization. Santa Clara, California: Entrepreneur Press, 1971.

Broom, H.N. and Longnecker. J.D. Small Business Management, Third Edition, Cincinnati: Southwestern Publishing Company, 1971.

Wayne, William. How to Succeed in Business When the Chips are Down. New York: McGraw-Hill, 1971.

DETERMINING CAPITAL NEEDS

Belew, Richard C. How to Win Profits and Influence Bankers, The Art of Practical Projecting. New York: Van Nostrand Reinhold Company, 1973.

Venture Capital - A guidebook for New Enterprise. U.S. Government Printing Office, 1972.

Kelley, Albert J., Campanella, Frank B. and McKierman, John. Special Report on Venture Capital for New and Growing Businesses. Entrepreneur Press.

Markstein, D.L. Money Raising and Planning for the Small Business. Chicago: Henry Regnery Company, 1974.

Baty, Gordon B. Entrepreneurship: Playing to Win. Reston, Virginia: Reston Publishing Company, Inc. 1974.

ESTIMATING YOUR BUSINESS POTENTIAL

Schwartz, David, Jr. Marketing Today. Harcourt, Brace, Jovanovich, 1973.

McCarthy, Jerome. Basic Marketing. Homewood, Illinois: Richard I. Irvin, Inc., 1975.

CREATING AN EFFECTIVE BUSINESS IMAGE

Telchn, C. and Helfont, Seymour. Plan Your Store for Maximum Sales and Profits. New York: National Retail Merchants Association, 1969.

Steinhoff, D. Small Business Management Fundamentals. New York: McGraw-Hill, 1974.

DEVELOPING YOUR SALES PROMOTION PLAN

Martin, J. How to Get $1,000,000 Free Publicity. North Hollywood, California: PR Publications, 1970.

Haight, William. Retail Advertising and Sales Promotion. Grid Publishing Co., 1975.

Luick, John and William Ziegler. Sales Promotion and Modern Merchandising. McGraw-Hill, 1968.

DEVELOPING ADS THAT PRODUCE RESULTS

Schwab, Victor O. How to Write a Good Advertisement. New York: Harper and Row, 1962.

Burton, Philip Ward. Which Ad Pulled Best. New York: Decker Communications, 1969.

Martineau, P. Motivation in Advertising: Motives That Make People Buy. New York: McGraw-Hill Book Company.

IMPROVING PROFITS THROUGH EFFECTIVE MANAGEMENT

Cohn, Theodore and Lindberg, Roy A. How Management is Different in Small Companies. New York: American Management Association, 1972.

Anyon, G. Jay. Entrepreneurial Dimension of Management. Wynnewood, Pennsylvania: Livingston Publishing Company, 1973.

Weber, Ross. Time Management. New York: Van Nostrand-Reinhold Company, 1972.

Irwin, P.H. Business Planning: Key to Profit Growth. Toronto: McGraw-Hill Book Company, 1969.

Campbell, David. If You Don't Know Where You're Going, You'll Probably End Up Somewhere Else. Niles, Illinois: Argus Communications, 1974.

IMPROVING EMPLOYEE SELECTION, TRAINING, AND SUPERVISION

Berghash, R. Investment in People: A Small Business Perspective. New York: American Management Association, 1974.

Myers, M.S. Every Employee a Manager. New York: McGraw-Hill, 1970

Eckles, Robert W. et.al. Supervisory Management: A Short Course in Supervision. New York: John Wiley and Sons, Inc., 1975.

MERCHANDISING: THE KEY TO GREATER PROFITS

Duncan, D. Retailing: Modern Concepts and Practices. Homewood, Ill.: Richard Irwin, 1970.

Taylor, Charles. Merchandise Assortment Planning: The Key to Profit. New York: National Retail Merchants Association, 1970.

Wingate, John and Harland Samson. Retail Merchandising. Cincinnati: South Western Publishing Co., 1974.

BUSINESS RECORDS: GOOD MEDICINE TASTES BAD

Hoffman, Stewart. General Recordkeeping. New York: Gregg/ McGraw-Hill, 1971.

Van Horne, J.C. Fundamentals of Financial Management. Englewood Cliffs, New Jersey: Prentice-Hall, 1974.

Cashin, J.A., and Lerner S.L. Accounting I Shaum's Outline Series. New York: McGraw-Hill Book Company.

ASSESSING THE HEALTH OF YOUR BUSINESS

Barometer of Small Business. San Diego, California: Accounting Corporation of America, 1973.

Costales, S.B. Financial Statements of Small Business. Danielson, Connecticut: Racine Printing of Connecticut, Inc., 1970.

Donaghue, W.E. Cash Management. Medway, Massachusetts: W.E. Donaghue and Co., 1975.

Moore, C.L. Profitable Applications of the Break Even System. Englewood Cliffs, New Jersey: Prentice-Hall, 1971.

PROTECTION FOR YOU AND YOUR BUSINESS

Rosenberg, R.R. Understanding Business Law. New York: McGraw-Hill, 1973.

Corley, R.N. and R.L. Black. The Legal Environment of Business. New York: McGraw-Hill, 1968.